1969 ANNUAL INDEX

January

12 **A Connecticut Yankee's Clerk**
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Richard O'Connor

18 **Using GPSS Simulation in Operations Research**
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Milton N. Bradley

22 **Mailing List Metamorphosis**
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Laurence H. Baker

28 **Trends in Systems Education**
Computer personnel entering staff positions will need the broad-based education required of systems generalists. Systems education at the collegiate level is focusing attention on this "blend" of computer specialist and systems generalist.
Jasper J. Sawatzky

30 **Controlling Computer Programming**
The core of the control system described here is a series of forms and reports that evaluates the project to be programmed, estimates its completion time, accounts for programmer time, relates the standing of projects to one another and keeps top management informed.
C. I. Keelan

35 **Needed: Systematic Space Planning**
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Leonard R. Rittner

February

7 **Systems Analyst Training: objectives and content**
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For computer-stored information, there are special techniques that can be employed so that a "dump" will not provide any immediately useful information. These techniques are: addition; table-lookup; and sorting.
Dennis Van Tassel

16 **The Logic of Programmed Switching**
One of these three actions—repeat previous instructions; execute alternate instructions; execute additional instructions—must be performed in virtually all switching applications. These actions are described here.
Robert L. Walker

26 **An Approach to Data Base Design**
The information systems profession must move toward the development or adoption of a data management system that will allow for the creation and maintenance of an information base from present disjointed and unrelated files.
Thomas A. Galley

30 **Nine Steps to Value Analysis**
Nine steps to reduced costs, better products and higher profits are: preparation; project selection; definition and evaluation; information; speculation—development of alternatives; analysis—evaluation of alternatives; testing, verification and final decision; presentation and selling of proposal; and implementation and follow-up.
Vincent G. Reuter

March

8 **How to Make Computers Pay**
Don't allow your program to be side-tracked by glowing promises, untested and untried. Make your equipment perform to the maximum. Exhaust its full potential. And plan carefully any future replacement or expansion programs.
E. G. Benser

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William F. Cooke Jr. and William J. Rost

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Ralph T. Hocking

April

8 **"If You Can't Plan It, You Can't Do It"**
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16 **Classification Procedures in Market Research**
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Martin Christopher

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Train him in the knowledge of his business environment, systems analysis fundamentals and equipment and programming knowledge. Evaluate his work frequently, compensate him in line with what comparable companies are offering and offer him sound "fringe" benefits.
Stephen M. Bailes

26 **Systems Professionals Need Continuing Education**
The need for continuing education and training is especially evident today in the area of systems and procedures, for the rate of change is greater in this area than in any other sector of the business environment.
Robert E. Seiler

32 **Critical Examination: an Improved Technique for Analysis**
Although it was first applied to develop improved methods in industrial processes, CE is universally applicable to developing improved methods in any work—in a factory, hospital, business or government office. It therefore deserves to be better known in the systems world than it is.
C. Rice

37 **Understanding Management Decision Processes**
The selection of courses of action from feasible alternatives is what constitutes a general definition of the decision process. Actually, the process has five cyclical steps; identify problem; identify possible actions and outcomes; make value assessment for possible outcomes; exercise decision rule; implement action chosen.
Stanley R. Weingart

May

8 **Information Systems: Breaking the Barrier**
Many executives, in a recent survey, expressed concern over the difference between "what is" and "what might be" in business information systems. This article reviews the causes of this problem, and suggests ways that it can be resolved.
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Allan Easton

22 **Producing a Computer-Oriented Manager**
A number of U. S. business schools are producing graduates who will use the computer as an integral part of their managerial activities. This article reviews the academic programs in use by 11 leading schools.
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Andreas S. Philippakis

34 **Let's Have a Meeting**
These four words are costing American business many millions of man-hours and dollars every year, much of which is wasted and can be saved. Here are 12 ways to develop better meetings, and save your organization substantial costs by doing so.
Ronald A. Bridges

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Paul W. Mason

June

8 **Data Processing Systems Controls**
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Theodore W. Christiansen

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Most authorities recognize three basic types: leader-centered; group-centered; and individual-centered. To the dismay of those who advocate one form or another, research finds that there is no one type that fits all situations at all times.
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The increasing demand for data integrity has generated the need for a data control function in EDP and an auditing procedure of data control to determine the degree of error and the causes of error generation.
LeRoy H. Lindgren

28 12 Hurdles to Clear Before You Take on Systems Analysis
They're valuable all right, but the new systems approaches can lead into—not away from—problems, if you don't understand what they're supposed to do.
Harry J. Hartley

30 Controlling Clerical Work in "Real-Time"
Controlled dispatching identifies problems when the work is being done, not **after** the fact. This allows for on-the-spot corrective action by supervisors, based on observable conditions.
James L. Dodd

July

8 The Need for Systems Education
Factors currently delaying this education are the existing thrust toward computer sciences instead of systems, the communications gap between manager and technician and the reluctance of colleges of business to promote systems courses.
Robert G. Murdick and Joel E. Ross

14 Designing M.I.S. for Managers
M.I.S. applications fall into three management modes: static, which is repetitive and cyclic; program, which is evolutionary; and responsive, which is dominated by externally imposed requirements rather than by internally constructed plans.
Frederick W. Shipman

20 A Feasibility Study Guide
This guide treats four broad requirements of a computer feasibility study for commercial applications: (1) Determine the recurring cost of the computer(s) being considered; (2) Determine what recurring costs would be eliminated if the computer were installed; (3) Determine one-time preparatory and installation costs; (4) Associate savings with investment to determine economic return.
Joseph E. Chaplin

27 Systems Manual: Effective Instrument of Change
Its **eventual** purpose is to maintain and perpetuate the system and specifically, to train new people. Yet **initially** the manual should induce change by communicating, educating and establishing user confidence in the new system.
Lawrence J. Clarke

30 What Causes Incomplete Staff Work?
Here are five basic reasons why systems analysts can turn in jobs with loose ends. Although they derive from common sense, these reasons cannot be reviewed too frequently, for the success of the analyst—and the systems department—depend upon a consistent, conscious effort to attain completed staff work.
William J. S. Ellis

32 Effective Planning and Control of the Systems Effort
As the world changes and becomes more complex, the need for professional systems design and development increases. This kind of growth imposes a great responsibility on the systems activity and its management in the effective planning and control of the systems effort.
Lloyd A. Thompson

August

7 Project Scheduling: Use the REST Approach
The limited resources constraint is the factor most likely to cause a project schedule to be longer than the length of the planned critical path. This article presents a resource-allocation algorithm for generating project schedules that can be used without translation by operating personnel. The common denominator of work activity is the RESource-Time (REST) unit.
John Russell Buchan and J. Gordon Davis

12 The Information's There . . . Someplace
There is a data storage and retrieval system operating today that will reduce file space while improving retrieval of the hard facts needed to run your business. Working documents can be entered now, in any order—before the exponential increase of data, and the paper they are displayed upon, threatens to occupy more space than do you and your desk.
E. J. Klovers

15 Decision Makers and the Large-Scale System
This article describes some types of the many reports that can be produced from a large-scale, integrated information system. It also treats the elements that must be evaluated when an enterprise is considering the use of such a system.
Granville R. Gargiulo

19 Fundamentals of Business Systems Techniques
The fundamentals include: organization planning and analysis; systems analysis and design; policy and procedure documentation; forms analysis and design; reports analysis; work measurement; office layout; records management; information retrieval; research; and office equipment selection.
C. Orville Elliott

Education for systems: II
25 Systems and Science in University Business Education
Learning goals must be selected from a hierarchy in accordance with student desires to become a systems manager or a systems designer. This hierarchy of learning is: knowledge; understanding; skill in application; analysis and evaluation; and synthesis.
Robert G. Murdick and Joel E. Ross

31 Step-by-Step Costing of Information Systems
The cost analyst must "formalize" his procedures explicitly so that others may retrace and verify his analysis from beginning to end. Purpose of the estimate, describing the system and planning the costing effort are the major steps described in the first part of this article. Other steps will be discussed in the second part, to appear in the October issue.
Neil Estes

September

10 Introduction To This Data Gathering Issue
No matter how data is processed or how well the system performs its tasks, nothing is achieved that is of significance to the company unless input is controlled and output made significant to management of all levels.
Norman H. Carter

12 Building A Computer-Based MIS
Top managements of many organizations are becoming more vocal in their demands for a computer-oriented MIS. Many of these executives were promised, years ago, a terminal-oriented MIS. Now, they are asking for fulfillment of that promise.
James M. McKeever

22 Data Input and Control Systems In The Banking Industry
In the banking industry the cost aspects of input, output and control of data in the banking industry make them the most critical elements in the process of computerized record-keeping.
S. W. Kessler

26 Real-Time Data Collection Systems
The use of real-time data collection systems, in a factory environment, is almost a necessity to any manufacturing organization that desires current and up-to-date computer response to their need for information.
Norval E. Johnson

30 Data Entry Through Distributed Data Processing
The ideal data capture/data entry system takes place at the periphery of the data management system where data is converted into machine-usable form.
Edward M. Bennett

33 The Management Communications Center
Called by many names: war room, decision room, command and control center, etc., such centers will play an increasingly important role as we move into the sizzling seventies.
W. Robert Widener

40 The Point of Intimacy in Employee Interviewing
Major findings may go undetected during a systems study due to the analyst's poor relationship with the employee being interviewed.
Denis R. Mayer

October

7 A Systems Approach to Marketing Information
An information system has six good input characteristics, eight good processing characteristics and 11 characteristics of good input.
Bryan Wilkinson

11 Standards Now!
Generally the data processing community uses standards only in the most limited way despite evidence that effective standards can easily be translated into dollar savings and better use of resources.
Philip H. Dorn

14 The Office Landscape: A Management Tool
The application of cybernetical and behavioral science methods in office-building planning results in a new type of office building and layout.
Hans J. Lorenzen

20 Step-By-Step Costing of the Information System
Article reviews the entire process of casting a system from the beginning of its life cycle to the end, and shows the relationships of each step to other steps.
Neil Estes

30 Quicken The Queue
Article deals with methods of handling the waiting customer faster and better by concentrating on the application of scientific decision tools to management problems rather than on the techniques themselves.
Joseph G. Cowley and Robert C. Weisselberg

36 Education for Systems: III
Management Information Systems: Training for Businessmen
Employees at every level of management can be trained to gain understanding of MIS at the least; at most those who would be involved in MIS can be trained to implement and evaluate these systems.
Robert G. Murdick and Joel E. Ross

November

9 Value Analysis of Information Systems
Article directs management's attention to improving criteria for evaluating the effectiveness of information systems and the priorities of computing resources.
Stephen K. Didis

12 Operating a Briefing Room
United Air Lines' management information system is focused in the modern briefing room described in this article.
John A. Murphy

16 A Practical Customer Account Number Coding System
Author sets the parameters of an ideal coding system and then reveals methods for achieving it.
Robert B. Totten

20 Integrated Control of Process & Management Operations
Article discusses the ways in which management and process operations can be "on-line" to each other by showing how these techniques are applied in an actual company.
Dr. Bartow Hodge

26 EDP: Stimulating Systematic Corporate Planning
Systematic development of corporate plans is becoming more necessary as corporations move from manually oriented systems to integrated computer oriented information systems.
Paul J. Beehler

32 Microfilm Usage for Systems
The century-old technique which gained attention because of its miniaturation potential is finding wider and wider use in business systems.
Milton Reitzfeld

December

8 Integrating Systems, Programming, and Operations
Here is an approach to successfully mixing the skills of the systems, programming, and data processing department staffs.
Joseph E. Chaplin

11 This Business of Records
Much time is spent creating, processing, and storing records. Here's a look at some of the new devices to help shorten this time.
W. R. Lindahl

14 Non-Computer Executives and the Computer
The author conducted a research project to find out if non-computer executives should be taught the computer's capabilities.
John H. Barnett

23 Design Considerations for Real/Time Systems
Real/Time systems are costly. This article tells what to consider when designing on-line data processing applications.
Perry Cassimus

29 Misconceptions on Work Study and Wage Incentives
The author examines 13 traditional misconceptions about work design work measurement, and wage incentive programs.
Vincent G. Reuter

33 Coded Microfilm Solves Hospital Retrieval Problems
Changing from a manual to a coded microfilm filing system helped Blue Cross keep up with the rising number of information requests.
Lee L. Luenser